



Putting Citizen Surveys to Work

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What we'll cover today:

What we will cover

Administration of a survey

Question selection and revision

How to incorporate survey data into a data-driven approach

How to celebrate success

What we won't

Survey results

Visit www.kcmo.gov/data
for those





Citizen surveys provide unbiased citizen perspective

Julie Steenson • @HoosierJuwils

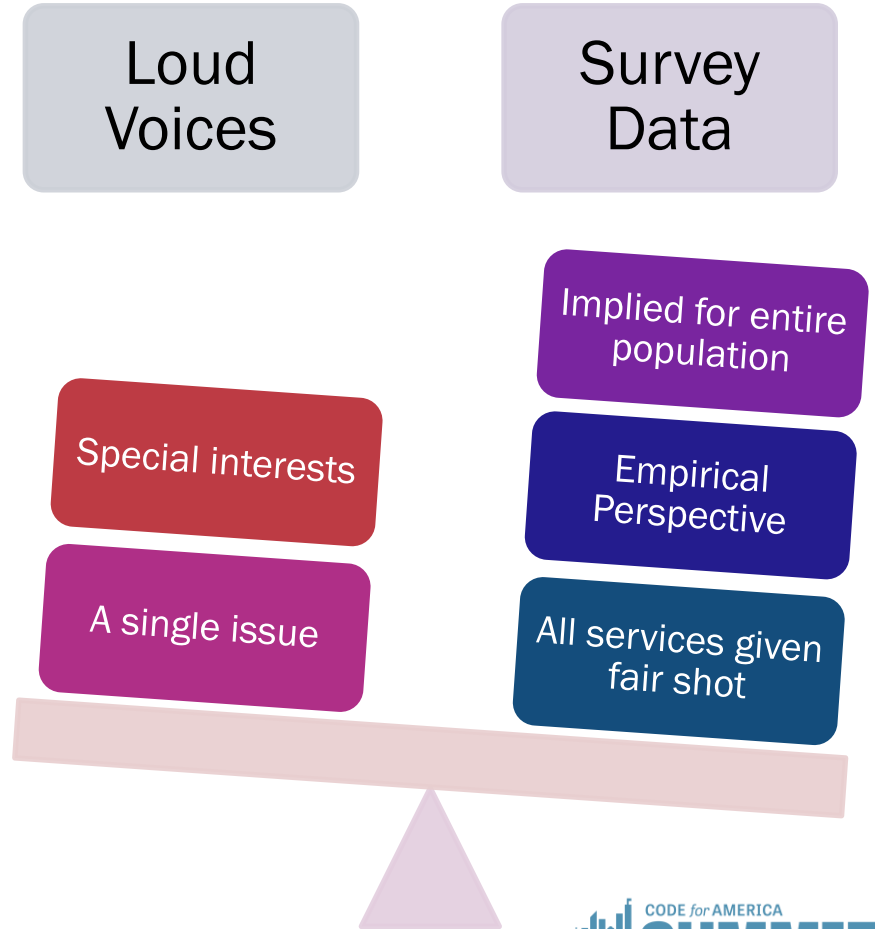


“ Originally, it seemed like a good idea to know what was going on in the public mind and anticipate emerging issues ”

Douglas Jones

City Auditor, Kansas City

We wanted a way
to have data that
gave a perspective
outside of the
loudest voices



Timeline



1980s/1990s

A Few surveys,
here and there,
done in house



2000

Began relationship
with third party
contractor



2012

Survey transferred
from City Auditor's
Office to City
Manager's Office
to better align with
other data
initiatives

Large-scale
revisions to survey
instrument



2014/15

Another revision of
questions

Inclusion of survey
data as metrics for
Citywide Business
Plan

Internal vs. External Administration



Trust. & Benchmarking.



Trust: everyone is a critic

- Having a third party contractor reassures leaders and citizens of anonymity and statistical validity

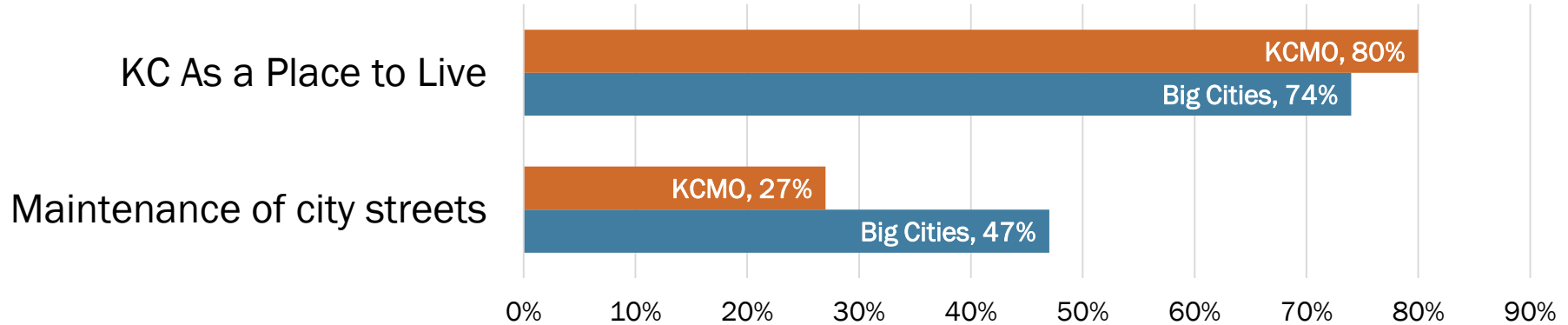


“I have never received a survey and no one I know has ever gotten one...do you not send them to my neighborhood?!”

Tip: develop a better poker face than mine and just answer the question

Benchmarking: sometimes bad is not really that bad and good is *really* good

Satisfaction levels for KCMO and US Cities (pop. 250,000 plus)



Tip: in some service areas, you are not aiming for 100% satisfaction because it is impossible

**External administration of
your survey allows
someone else from outside
to lay down some truth**



Things our contractor has told us that we needed to hear

Stop doubting your results

- Fiscal Year 2014 results were unbelievable
- 61 out of 98 questions saw a statistically significant improvement in satisfaction
- 30 had stable satisfaction levels

The survey tells you a lot about your brand

- 5 point scale
- 1's and 5's are a statement of brand equity
- Courtesy of 311 agents = 30% Very Satisfied (5); 3% Very Dissatisfied (1)

Tip: you will never know more about surveys than someone whose business is surveying

Benefits of Quarterly Data



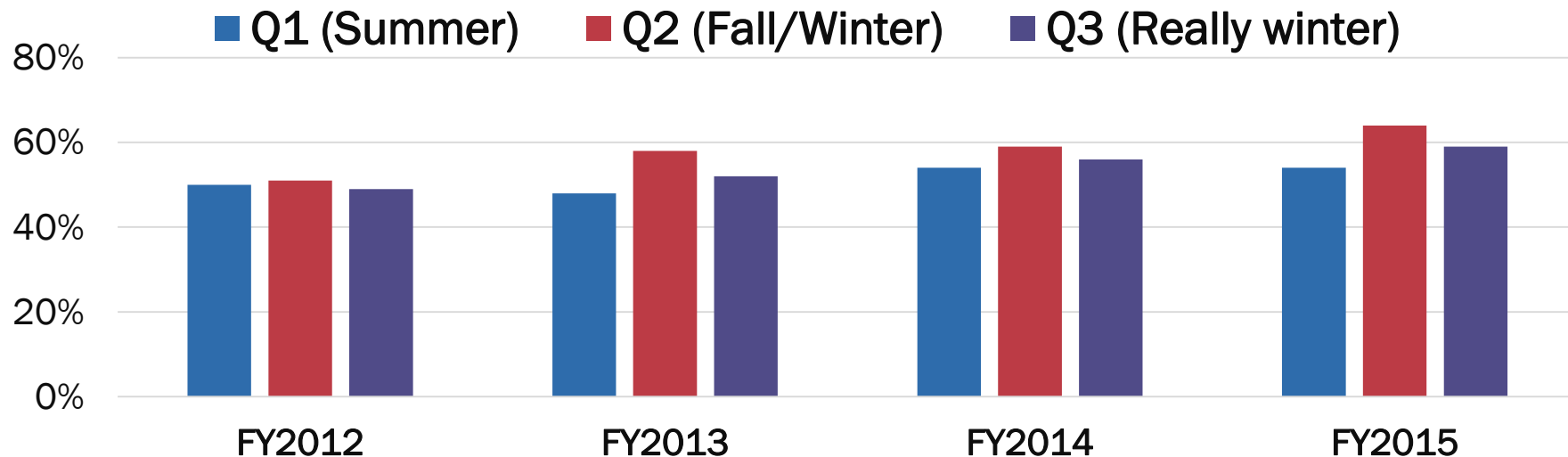
Ability to ask more questions

Quarters	Topics	# of Responses	Response Rate	Margin of Error
Aug 14 Feb 15	Health, 311, Communications	2,016	45%	+/- 2.14%
Nov 14 May 15	Parks and Rec, Solid Waste, Airport, Leadership	2,017	45%	+/- 2.14%
Aug 14 Nov 14 Feb 15 May 15	Perceptions of Community, Major Categories of Service, Police, Fire/EMS, Streets/Infrastructure, Neighborhood Services, Water Services	4,030	45%	+/- 1.5%

Tip: KC has a four page survey because more pages costs more...cost/benefit is important here

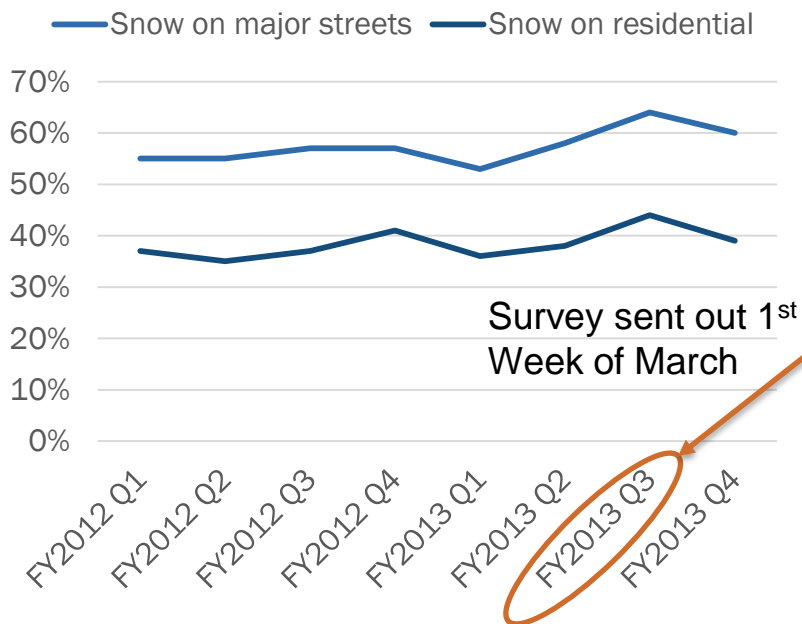
Self-adjusting for seasonality

Satisfaction with quality of city services



Tip: Some quarters, your citizens may just be consistently more grumpy or more happy

Sometimes your citizen survey can be like a user survey



KC City Manager @KCMOManager · 24 Feb 2013

Asking residents to move vehicles to one side of street. Allows @kcmo crews to move snow and get ready for storm 2



1



Surveys help identify communication gaps

Communication makes a difference

Animal Control
(42%)

Service level
indicators are good

People who call 311
for service are
satisfied (80%+)

Snow removal
(62%)

Communicating
during a storm
makes a difference
in how people
perceive the service

Street lighting
(60%)

Objectively a very
extensive streetlight
system

Very quick response
to requests for
service

Question selection and revising your questions over time

Where to get your initial questions...



- Ask other cities
- Ask companies
- Ask university professors who might actually use your data for research!
- Ask your contractor if you use one
- Ask your leadership what is important
- Ask your citizens what is important

Community-wide

KC as a place to
live

Work

Raise a
family

Quality
of life

Safety

Services

Infrastructure

Parks

Neighborhoods

Public Safety

Customer
Service and
Communication

Experiences

Were you a victim of a crime?

Ride the bus?

Call 311?

Own a pet?

Use the parks?



Let's talk about Experiential and Questions

What do I mean by experiential?

Have you used “X” city service

- Like bulky item pickup

Did you experience something

- Like a crime

Did you do something

- Like visit the city website

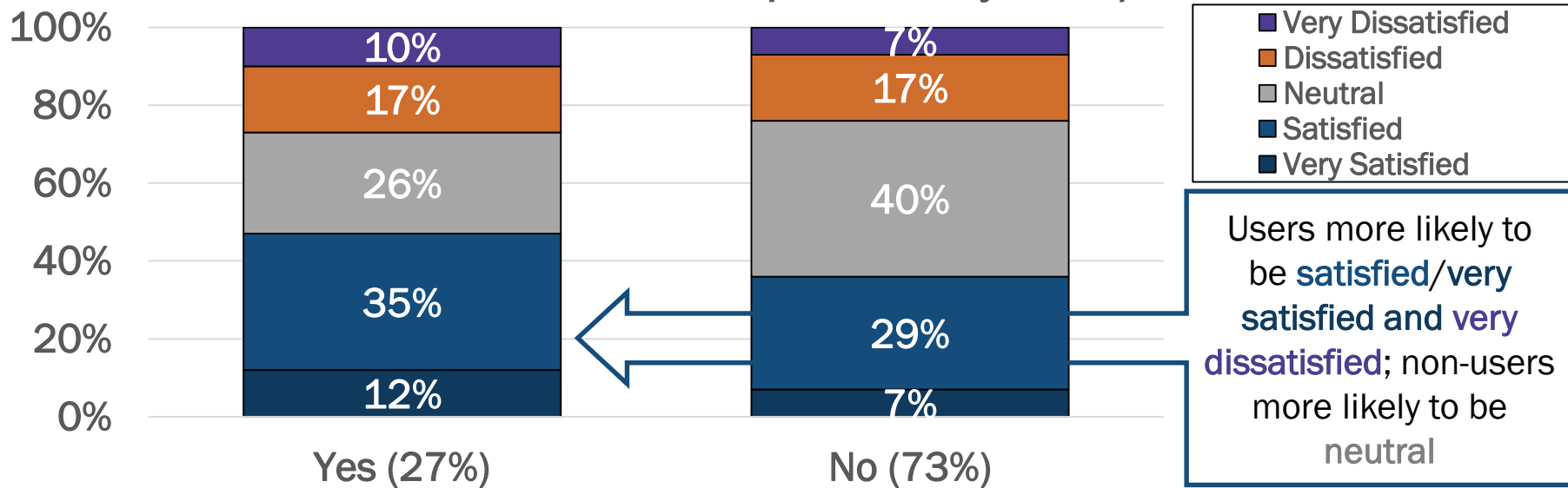
22. Please answer the following questions by circling YES or NO.

A.	Were you or anyone in your household the victim of any crime in Kansas City, Missouri, during the last year?	YES	NO
B.	Have you had contact with a KCPD police officer during the last year?	YES	NO
C.	Have any members of your household used the Kansas City, Missouri, ambulance service in the last year?	YES	NO
D.	Have you or anyone in your household contacted the city's 311 Call Center in the last year?	YES	NO
E.	Have you visited the city's website (kcmo.gov) in the last year?	YES	NO
F.	Have you used the bulky item pick-up service in the last year?	YES	NO
G.	Have you or anyone in your household visited a Kansas City, Missouri, community center in the last year?	YES	NO
H.	Have any members of your household visited any parks in Kansas City, Missouri, in the last year?	YES	NO
I.	Have you used public transportation in Kansas City, Missouri in the last year?	YES	NO
J.	Do you have regular access to the internet at home?	YES	NO
K.	Have you had contact with the Municipal Court in the last year?	YES	NO
L.	Have you visited Kansas City International Airport in the last year?	YES	NO
M.	Have you contacted Water Services regarding your account in the last year?	YES	NO
N.	Do you own at least one cat or dog?	YES	NO



How to use experiential questions

Satisfaction with Public Transportation by Users/Non-Users



Tip: This is normal – users are usually either more satisfied or polarized

Experiential questions: you gotta know when to hold ‘em and when to fold ‘em

Recently added experiential questions

- Do you own at least one cat or dog?
- Have you had contact with a police officer?

Recently re-worded experiential questions

- Do you have regular access to the internet at home? (used to say “at home or at work”)

Recently deleted experiential questions

- Did you vote in the last municipal election?

Tip: If the percentage of “yes” responses to an experiential question is impossible, stop asking the question

When to consider deleting a question



Do you feel safe with a mouse...in a house... in a park....with a lark...

Old Section on Safety – How safe do you feel:

At home during the day

At home at night

In your neighborhood during the day

In your neighborhood at night

In city parks during the day

In city parks at night

In downtown Kansas City during the day

In downtown Kansas City at night

Questions on safety embedded into Perception of the Community section

Overall feeling of safety in the City

How safe you feel in your neighborhood

Space for different questions

Tip: You can sometimes save survey instrument “real estate” by consolidating questions

Can you get the same or better data elsewhere?

Smoothness of
City Streets

Adult Athletic
Programs

Ease of registering
for programs at
community
centers

Reasonableness
of fees for
recreation
programs

Visibility of Police
in retail areas

Tip: questions should always be tested against the phrases, “what are we going to do with this data” and “can I get this data somewhere else”

Questions you do really need to ask



A core set of questions that you will want to ask for a really long time

Infrastructure

Neighborhoods

Public Safety

Trash/Recycling

Parks

What is a timely issue for which you need data?

Quality of education
system

Expanding animal
control questions

On-street bike
infrastructure

Physical appearance
of your
neighborhood

Accessibility of
streets and
sidewalks for people
with disabilities

Health Department
Services

Tip: be responsive to what is happening in your community

Question selection and department buy-in



Putting Questions in the right places

FY2012 Survey Instrument section on Maintenance, Streets and Solid Waste		Department that provides service		After revisions
Maintenance of streets, sidewalks, street signs, snow removal...etc.		Public Works	→	City Streets, Sidewalks and Infrastructure
Maintenance of city buildings		General Services	→	Deleted
Maintenance of downtown		No one	→	
Mowing and tree trimming		Parks	→	Moved to existing Parks section
Trash and recycling collection		Public Works	→	New Solid Waste section
Condition of catch basins		Water Services	→	
Timeliness of water/sewer line break repairs		Water Services	→	New Water Services section

Rating and Ranking

Emphasis

4. Which **THREE** of the Major Categories of City services listed above do you think should receive the **MOST EMPHASIS** from the City over the next two years? [Write in the letters below using the letters from question 3 above.] 1st: _____ 2nd: _____ 3rd: _____

12. Which **TWO** of the Neighborhood Services listed above do you think should receive the **MOST EMPHASIS** from the City over the next two years? [Use the letters from the list in Question 11 above] 1st: _____ 2nd: _____

Tip: citizen emphasis rankings can be used for resource allocation!

<u>Category of Service</u>	<u>Importance</u>	<u>Satisfaction</u>	<u>I-S Rank</u>
Mowing/tree trimming along city streets	21%	49%	1
The city's youth athletic programs	13%	40%	2
Walking and biking trails in the City	16%	55%	3
Maintenance of City parks	23%	71%	4
Maintenance of boulevards and parkways	14%	66%	5
Programs/activities at City community centers	9%	48%	6
City swimming pools and programs	7%	41%	7
Reasonableness of fees charged for rec prgms	7%	45%	8
Quality of communication from Parks	6%	41%	9
Quality of facilities (shelters/playgrnds) in prks	11%	66%	10

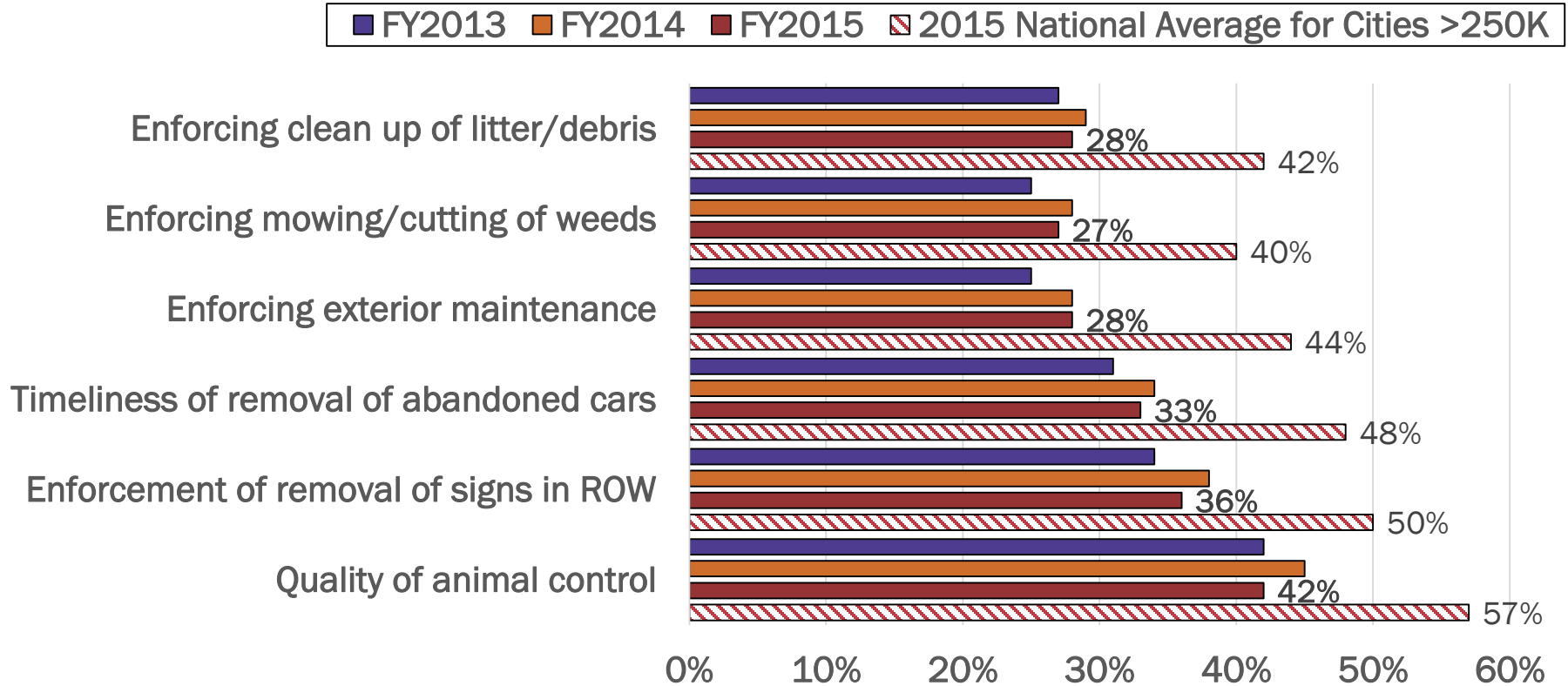
Question	D1 I-S	D2 I-S	D3 I-S	D4 I-S	D5 I-S	D6 I-S
Maintenance city streets	1	1	1	1	1	1
Condition sidewalks in city	3	3	4	2	3	2
Snow removal residential streets-last 12 months	2	2	5	4	4	5
Condition sidewalks-your neighborhood	6	4	2	3	5	4
Maintenance of streets in your neighborhood	4	5	3	6	2	6
On street bike infrastructure	5	6	7	5	6	3
Access str-walks-bldg for people with disabilities	8	8	6	7	7	8

Snow removal residential streets-last 12 months
Adequacy city sidewalks
Maintenance city streets

You can also look at rankings by geography or other demographics!

**It is not all good
news....so be prepared**

Neighborhood Services....we know this is an issue....



Going down the rabbit hole



If you give an analyst a citizen survey....



They're going to want more surveys

Citizen Survey

Sent to citizens to ask about external-facing services

Internal Services Survey

Sent to city employees to ask about internal-facing services that impact their ability to provide external-facing services

Employee Engagement Survey

Sent to city employees to provide data on cultural issues that might impact their ability to do their job, feel valued and be happy

Now, celebrate...



2013: High 5
2014: Big 20
2015: Salute to Services